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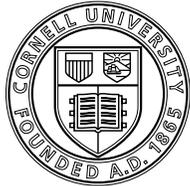
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

## Certificate Program

# Management Essentials: Managing Performance

*A six-course certificate series from Cornell University*



ILRMD503 **Overcoming Barriers to Successful Management**

ILRMD504 **Leading People to Higher Performance**

ILRMD505 **Legal Issues in the Workplace**

ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**

ILRMD510 **Managing Communication Challenges**

ILRMD511 **Managing Performance**

Interactive, rigorous, and relevant professional education from Cornell University

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

## Welcome to eCornell

Your online link to the best of Cornell University's professional education programs.

eCORNELL

### Welcome to eCornell

Established and wholly-owned by Cornell University, eCornell has the most comprehensive online, professional and executive development curriculum offered by any top-20 university in the United States.

eCornell provides exceptional online learning experiences tailored for professional and executive development in the areas of strategy, leadership and management development, human resources, financial management, and hospitality management. Collaboration between Cornell faculty experts and learning and user-experience designers provide for engaging, rigorous, and interactive learning.

### Course Experience - How it Works

eCornell offers a proven model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

### Program Quality Drives Motivation and Success

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
- In the end, 95% of students would recommend to their peers that they take an eCornell course.



## Connected

Learning happens through interaction and collaboration—a dynamic, creative process that involves the exchange of ideas, not simply the accumulation of facts. In eCornell courses you interact with an expert instructor and a cohort of your peers to collectively develop knowledge, and to effectively apply that knowledge in your organization.

You are also connected to the knowledge and resources of Cornell University, a leading global research university. eCornell courses offer embedded “Ask the Expert” interviews with Cornell faculty, online access to library reference guides, and additional professional and executive education opportunities at Cornell University.



In 1865 Ezra Cornell had a vision.

*“I would found an institution where any person can find instruction in any study.”*

*Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.*

*eCornell is the next step in achieving the vision.*

## Powerful

eCornell courses are authored and designed with one or more Cornell University faculty member, using the most current and relevant case studies, research, and content. Our approach to problem-based learning means that you are building knowledge and skills using online case studies, interactive exercises, and simulations based on authentic, relevant, and “real-world,” situations. Certificates from Cornell University ensure that eCornell professional and executive education courses will enhance your career.

## Convenient

eCornell courses provide the convenience of structure and flexibility with new course sections starting every month, round-the-clock/round-the-world access to course materials, online and telephone customer support, and dedicated online instructors.

## Accreditation



Most of our courses have been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Many eCornell Certificate Programs have been recommended for college credit by the American Council on Education's College Credit Recommendation Service (CREDIT). The American Council on Education (ACE) is the major coordinating body for all the nation's higher education institutions. For 31 years, colleges and universities have trusted ACE to provide reliable course equivalency information to facilitate credit award decisions. The American Council on Education's College Credit Recommendation Service (CREDIT), offered through ACE's Center for Lifelong Learning (CLLL), helps adults obtain college credit for formal courses and examinations taken outside college and university degree programs.

# MANAGEMENT ESSENTIALS: MANAGING PERFORMANCE

*A six-course certificate series from Cornell University*

## Certificate Overview

All managers face challenges associated with getting the most out of their direct reports. Personal communication styles, organizational structure, legal issues, and workplace culture can all affect employee performance. eCornell has partnered with Cornell University to create the Managing Essentials: Managing Performance Certificate, to help managers and leaders create the conditions conducive to peak employee performance. Participants in the series learn how to adjust their personal approach to communication, motivation, and conflict resolution to lead employees to higher levels of performance. The series also addresses compliance issues related to workplace behavior, including sexual harassment.

## Who Should Take This Certificate?

The Management Essentials: Managing Performance Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of managing employees and proven strategies for managing the performance of direct reports.

## Certificate Information

The certificate series consists of the six courses listed below, totaling approximately 30 hours of learning.

- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance
- ILRMD505 Legal Issues in the Workplace
- ILRMD506 Preventing and Addressing Inappropriate Workplace Behaviors
- ILRMD510 Managing Communication Challenges
- ILRMD511 Managing Performance

## Accreditation

Students who successfully complete all six courses in this series receive a Management Essentials: Managing Performance Certificate from Cornell University.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

## HRCI Recertification

The courses in this certificate series have each been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Students who successfully complete all six courses in this series receive a Management Essentials: Managing Performance Certificate from Cornell University.*

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement.

In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

### Who Should Take This Course?

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

### Course Format

This course contains the following modules:

#### Paradigms and Change

- Paradigms and day-to-day challenges in the workplace
- Evaluating paradigms as useful or in need of change
- Recognizing “good” versus “bad” change Problem-solving techniques Involving employees in process changes

#### Communication and Listening

- Barriers to communication
- Differing communication styles as barriers to getting work done
- Clear communication and use of terminology to avoid misunderstandings
- Approachability, trust, and effective communication
- Attitudes and behaviors that are essential to clear communication
- Active listening techniques

### Benefits to Learner

Participants who complete this course will be able to:

- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles toward improved listening skills and approachability

### Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Tom Willett, Management Development Programs  
Anthony Panos, Statewide Director, Management Series  
Cornell/ILR Extension Faculty

### Sponsoring School

Cornell University’s School of Industrial and Labor Relations

In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with an organization’s goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

### Who Should Take This Course?

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

### Course Format

This course contains the following modules:

#### Motivating for Achievement

- Determining individual motivators
- Identifying motivational opportunities in work assignments
- The importance of motivation to a supervisor
- Non-financial motivators that support the goals of the organization and the employee
- Indicators of motivation
- Aligning motivators with organizational objectives

#### Positive Confrontation

- Confrontation as a motivational and developmental tool
- Differences between confrontation and conflict
- The consequences of avoiding confrontation
- Common pitfalls to conflict resolution
- Five-step process to resolve conflict
- Six different types of difficult people
- Techniques to make difficult people more productive
- Progressive discipline

#### Leadership

- A practical model for using different leadership styles
- The interrelationship between supervising, managing, and leadership techniques
- Balancing directive and supportive leadership styles to develop employees’ performance

### Benefits to Learner

Participants who complete this course will be able to:

- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers’ personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees’ performance

### Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Tom Willett, Management Development Programs  
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Cornell/ILR Extension Faculty

### Sponsoring School

Cornell University’s School of Industrial and Labor Relations

Explore federal, state, and local employment laws and learn how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and Diversity issues. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel.

Work within the law when interviewing, hiring, evaluating, and firing employees.

### Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports

### Course Format

This course contains the following modules:

#### Legal Issues in the Workplace

- The scope of employment laws
- Equal Employment Opportunity laws, Affirmative Action, and Diversity
- Recognizing EEO legal risks
- Strategies for minimizing EEO legal risks
- Wage, safety, and other employment laws
- Assessing whether an FMLA, FLSA, OSHA, or state law situation represents a legal risk

### Benefits to Learner

Participants who complete this course will be able to:

- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or Diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

### Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management  
Shelley Greenwald, Esq., Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Managers frequently make employment decisions that have legal implications for their organizations. This course addresses the relevant laws and their application to daily operations and special situations in layperson's terms.

The course focuses on avoiding potentially illegal behaviors when interviewing, evaluating, and disciplining employees and on applying strategies for dealing with inappropriate behavior according to company policy and best practices.

### Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

### Course Format

This course contains the following modules:

#### Preventing and Addressing Inappropriate Workplace Behaviors

- Scope and range of inappropriate behaviors
- Role of managers in fostering appropriateness in the workplace
- Sexual and other forms of illegal harassment
- Inappropriate behavior and company policy
- Strategies for dealing with inappropriate behaviors
- Handling confidential issues

### Benefits to Learner

Participants who complete this course will be able to:

- Identify whether a behavior is appropriate or inappropriate in a given situation and why
- Identify and follow company policies and procedures when handling potential policy violations involving inappropriate behaviors
- Apply strategies for dealing with inappropriate behavior according to company policy and best practices
- Manage confidential issues surrounding inappropriate behavior correctly

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

### Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management  
Shelley Greenwald, Esq., Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

### Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

### Course Format

This course contains the following modules:

#### Assertive Communication Skills

- Optimizing your message and your meaning when it's your turn to speak
- Assertive communication skills
- Coping with communication anxiety
- Managing criticism

#### Communicating with Difficult People

- Decreasing defensiveness in a challenging situation
- Remaining assertive during challenging conversations
- Analyzing difficult people
- Building rapport
- Non-verbal factors that influence challenging communication

### Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the skills needed to communicate in an assertive manner in all situations
- Identify how to manage and cope with criticism
- Identify how to manage and cope with communication anxiety
- Use feedback to improve professionalism
- Identify skills for clearly communicating ideas, thoughts, and feelings in challenging conversations
- Create a plan for conducting a challenging conversation
- Demonstrate an understanding of how non-verbal behavior can be used effectively in a challenging conversation
- Identify effective methods for dealing with difficult people and situations

### Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Managing Performance
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Nancy Lampen, Director, International Programs

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

Organizations that run at peak performance understand that managing employee performance must be an active, continuous, and structured process of valuable feedback and constructive assessment. In this course, participants learn how to successfully design and use an integrated performance management model to effectively set specific goals that are tied to the organization's productivity and are a basis of ongoing feedback and periodic job evaluations.

### Who Should Take This Course?

Entry-level managers and supervisors, and shift supervisors. Human Resources specialists, coordinators, and managers.

Recruiting professionals, administrative personnel who support the performance management process, and employees affected by corporate initiatives to improve supervisory effectiveness.

### Course Format

This course contains the following modules:

#### Managing Performance

- The role of the manager in the performance management process
- Recognizing and overcoming factors that make managing performance challenging
- Managing within the "Nine Boxes" of performance management
- Collaborative goal setting
- Using ongoing feedback and effective performance-based communication
- Planning and writing performance appraisals, incorporating employee input
- Delivering a collaborative performance appraisal
- Engaging employees in the performance management process

### Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the role a manager should play in the performance management system
- Participate in a collaborative goal-setting process that reflects overall organization goals
- Use ongoing feedback and effective performance-based communication
- Deliver a collaborative performance appraisal

### Certificate Information

This course can be applied to the following certificates:

- ME: Managing Productivity
- Supervisory Skills

### Authoring Faculty

Cathy Lee Gibson, Associate Director

Tom Willett, Director, Management Development Program

Ronald M. Katz, Adjunct Faculty

### Sponsoring School

Cornell University's School of Industrial and Labor Relations



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